



IDAHO COMMISSION FOR LIBRARIES

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Strategic Plan 2008 – 2011

Introduction

The Idaho Commission for Libraries (ICFL) has experienced a great deal of change since its mission was revised in 2001. In July 2006, these changes resulted in the former Idaho State Library's name change to better reflect the agency's current mission and activities.

ICFL's work revolves around library development. We work with the library directors, staff, and trustees of Idaho's publicly funded libraries to provide library services that meet the changing information needs of Idaho's citizens.

Idaho libraries have felt the impact of the state's ongoing population growth. Visits at local public libraries increased 23.1% from 2001 through 2005 with circulation of materials growing 17.3% during that same time period. (<http://libraries.idaho.gov/files/default/Statewide5YearSummaryFY05.xls>) These figures do not include the number of citizens who accessed libraries via the Web. Ongoing improvements, additions, and expansions of library services are needed in academic, public, and school libraries to meet Idaho citizens' expectations.

Looking to the future ICFL sponsored statewide activities in July of 2005 that laid the ground work for the 2020 Vision. In 2006, a follow up event focusing on library services for digital natives took place. The term digital native was coined by Marc Prensky to describe the millennial generation born since about 1980, or born since computers were commonly used.

The following strategic plan outlines ICFL's goals to support current and traditional services important to Idaho's citizens while keeping an eye on future trends to enhance information access and services in the 21st Century.

Purpose

The basic purpose of this strategic plan is to

- Meet Idaho Code requirements for state agency planning,
- Outline goals, objectives, and activities which encourage us to meet our preferred future, and
- Provide a tool for staff to develop annual work plans.

Process

In February 2006, the Management Team, Sue Walker, Erin McCusker, and Shirley Hansen met as the Strategic Planning Team to work on a new agency strategic plan. A new plan would allow the agency to:

- Meet legislative mandates,
- Address significant agency changes, and
- Support the 2020 Vision developed by Idaho libraries.

The Strategic Planning Team:

- Agreed that the current ICFL mission and the 2020 Vision are the overarching principles for the new plan
- Reaffirmed the values from the previous strategic plan
- Identified themes from existing agency planning documents (previous strategic plan, 5-year LSTA plan, CE plan, TBS action plan, LiLI work plan, LD work plan, 2020 Vision)
- Developed 4 strategic issues and 9 goals
- Solicited input from staff regarding strategic issues, goals, objectives, and activities
- Received ICFL Board of Commissioners' approval for strategic issues, and goals in April 2006
- Defined the structure of the strategic plan
- Defined the specificity of activities
- Consolidated and incorporated activities into the strategic plan

The strategic plan will be reviewed by the Management Team and staff at the beginning of the annual state budgeting process.

Vision:

Idaho libraries are the nexus of global information, innovative services and community, enabling us to sustain our history, empower our present and create our future.

Mission:

The Idaho Commission for Libraries assists libraries to build the capacity to better serve their clientele.

Values:

Library Ideals: We believe libraries exist for the public good. They are essential to literacy and informed citizens in a democratic society. We affirm intellectual freedom, life-long learning, customer privacy, and public access to information.

Customer Service: We deliver high quality customer service to internal and external customers.

Relationships: We achieve organizational effectiveness through mutual support, trust, value, and respect.

Collaboration: We accomplish goals using shared leadership, teamwork and consensus.

Learning Organization: We continuously improve services by creating, gathering, and transferring information and modifying behaviors to reflect new knowledge and insights.

Strategies:

Advocacy	Consulting	Marketing
Collaboration	Continuing Education	Research, Planning,
Communication	Grants	and Development

Strategic Issues

I. How do Idaho libraries strategically position themselves to actively create and embrace the future?

External Factors

Major changes have occurred over the last 20 years in all areas of information services. The initial technology explosion is in the past. Rapid change is now a constant and even more dramatic change is predicted. The profiles of our users and potential users have changed drastically. Preschoolers are computer literate and seniors love communicating via e-mail. These were predictions of the future not that long ago; now they are the facts of everyday life.

If librarians are interested in providing library services to these rapidly changing generations in the future, we must take action now. Library staff and governing bodies must work on learning foresight: a skill that enables us to anticipate many of the risks and most importantly the opportunities. We need to understand current trends and their possible consequences while considering the variety of options we have for achieving our goals. We cannot wait for proof of what lies ahead or how things are going to develop. The tools are out there to help us better serve all of our clientele if we have the skill to listen to what the future has to tell us.

Goals:

- A. Libraries incorporate the 2020 Vision in their strategic planning.
- B. Library leaders dedicate time to shape the future.
- C. Awareness and understanding of the disparate ways information is accessed and processed creates valued services.

II. How do Idaho libraries develop and sustain services valued by digital natives?

External Factors

Digital natives are those who have grown up with digital technology beginning in the last decades of the 20th century. Computers, video games and cams, the Internet as well as the wide variety of cell phones have been common everyday toys and tools in their lives since infancy. These natives of the digital age are low users of current library services. To make library services useful to this and succeeding generations, we must study their information needs and discover ways to meet them. Failure to reach and serve digital natives and the generations that follow them may well make libraries obsolete.

Goal:

- A. Libraries embrace and enhance digital natives' approach to information.

III. How do Idaho libraries create and promote a vital identity?

External Factors

Stereotypes of libraries and librarians hamper our ability to deliver good library services. We have years of misconceptions to overcome. We want libraries to be recognized as an essential part of education. Increased communication and interaction among all types of libraries is needed to best meet citizens' diverse needs. To most citizens a library is a library is a library. We do not want cookie-cutter libraries. We know communities are different and need different services.

The preferred future vision says that "Idaho libraries in 2020 are strongly branded, so that when people in Idaho think of libraries they think of dynamic places of passion and opportunity." Without a vital identity, libraries may face disappearance in the future.

Goals:

- A. Libraries flourish as a central place in a learning society.
- B. The citizens of Idaho identify their libraries as vital.

IV. How do Idaho libraries sustain an infrastructure that provides for services in an atmosphere of innovation and change?

External Factors

Quality library services are the basis for a good reputation and the foundation for building the services of the future. Library staff and governing boards must deal with the demands of the present so we can position ourselves for the future. To do this successfully, the underlying base of the library organization needs to be strong and healthy. At the 2020 Vision Think Tank, Gregory Raymond said, “It is important to keep in mind that we need to look at both continuity and change. When people examine the future we tend to look around the corner and emphasize what will be different. But in fact not everything changes.” The challenge is in making sure the continuity provides us something strong upon which to build the future. There needs to be more than a tolerance for change. Failure to anticipate and embrace change will weaken current services and doom those of the future.

Goals:

- A. Libraries thrive in an environment that encourages innovation, risk, and change.
- B. Libraries’ infrastructures empower service development and delivery.
- C. Leaders inspire passionate commitment to libraries.

Action Plans and Work Plans

Program action and work plans that support the strategic plan can be found through the following links:

- ☐ Libraries Linking Idaho (LiLI)
<http://libraries.idaho.gov/files/default/2007PlnGper.pdf>
- ☐ Library Services and Technology Act (LSTA)
<http://libraries.idaho.gov/files/default/03-07-lsta-plan.pdf>
- ☐ Talking Book Service (TBS)
<http://libraries.idaho.gov/files/default/tbs-action-plan-2006-2008.pdf>

Measuring Success and Effectiveness:

ICFL will judge success and progress towards the goals by tracking the following:

- LiLI Databases Sessions/Logins
- LiLI Databases Full Text Views
- Talking Book Service Patrons
- Talking Book Service Circulations

- Attendance at Public Libraries
- Continuing Library Education
 - Events Sponsored/Participants
- E-Course Completions

Performance Measures with Benchmarks:

1. % of Idaho citizens who identify libraries as important

Benchmark: 90%

Explanation: The 17th Annual Idaho Public Policy Survey, 2006 conducted by Boise State University finds 97.5% of Idaho citizens identifying libraries as important. <http://ppa.boisestate.edu/ssrc/LongOverdue: A Fresh Look at Public and Leadership Attitudes About LIBRARIES in the 21st Century> indicates nearly half the sampling graded libraries with an “A,” the highest for any of the community institutions covered in the survey. <http://www.lff.org/documents/LongOverdue.pdf>

2. % increase in interlibrary loans through LiLI Unlimited

Benchmark: 2% annual increase

Explanation: Expectations are based upon the increase in Idaho libraries’ interlibrary loan statistics.

Baseline: Figures available August 2006 for July 2005-June 2006 (FY06), the first complete fiscal year of the program.

3. % increase in LiLI Unlimited participating libraries

Benchmark: 5% annual increase

Explanation: Now that the phased implementation of the program has ended, we will be encouraging membership of those libraries who, for a variety of reasons, chose not to join during the start-up period.

Baseline: 57 libraries as of June 30, 2005 (FY05).

4. % increase in registrations at summer reading programs

Benchmark: 10% annual increase

Explanation: Reasonable expectations are based upon Idaho statistics and the staffing capabilities at the local public libraries.

Baseline: 27,632 registrations for the summer of 2004.

5. Value of the LiLI Database licenses if purchased individually by all libraries compared to actual cost

Benchmark: V>A

Explanation: To remain a viable service, the value (V) of the database licenses if purchased individually by all libraries needs to be greater than the actual cost (A). LiLI-D contract runs January-December.

IDAHO COMMISSION FOR LIBRARIES PERFORMANCE MEASURES

SBoE Goal	Performance Measure	2006	2007	2008	2009	Benchmark / Target
Access Efficiency	1. % increase in resource sharing (interlibrary loans to and from Idaho libraries) through LiLI Unlimited	98,921 (Baseline)				2% annual increase
Access Efficiency	2. % increase in Idaho library holdings in LiLI Unlimited web catalog	4,931,172 + 6%				5% annual increase
Access Relevance	3. % increase in registrations at library summer reading programs	40,700 + 11%				10% annual increase
Access Efficiency	4. Value of LiLI Database licenses (V) if purchased individually by all libraries compared to actual cost (A)	V = \$10,871,113 > A = \$529,873				V > A

1. 2006 is baseline year.
2. 2005 is baseline year, with 4,631,646 Idaho holdings.
3. 2004 is baseline year, with 27,632 registrations.